



Dryden Flight Research Center  
Edwards, California 93523-0273

**DCP-H-001**  
**Revision: D**

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# **Dryden Centerwide Procedure**

## **CODE H**

## **TRAINING**

Electronically Approved by:  
Associate Director

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### DOCUMENT HISTORY PAGE

This page is for informational purposes and does not have to be retained with the document.

DATE APPROVED	ISSUE	PAGE	AMENDMENT DETAILS
1/22/99	Baseline		
3/1/99	Rev A	All	Added text and Appendix A to document. FLOW DIAGRAM: changed title, condensed process, revised Note 1-3, and added Note 4.
4/13/99	Rev B	8	Added second decision block on the flowchart. Made minor modification to Note 4.
2/23/00	Rev C	All	Added Links.
See IDMS Document Master List	Rev D	All	Removed all references to DFRC 78, Training Template and Record, deleted Section 4 and renumbered remaining sections, and modified Note 4 of flowchart.

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## 1 PURPOSE

The purpose of this Centerwide procedure (DCP) is to establish a consistent method for determining training responsibilities, identifying training requirements, and providing for the training of personnel performing work affecting quality.

## 2 SCOPE

This procedure applies to all personnel who manage, perform, or verify work that affects quality within the DFRC Management System.

## 3 REFERENCES

DMSM, *Dryden Management System Manual*

DCP-X-013, *Management of Management System Records*

Position descriptions maintained by the Human Resources, Management and Development Office

## 4 DEFINITIONS

**4.1 Training:** The process of providing knowledge and skills to individuals to better enable them to perform their current duties or future duties. Training may include on-the-job training (OJT), job-specific training such as a series of instructions or proficiency demonstrations leading to a certification, or general training such as a single training course.

**4.2 On-the-job training:** Non-classroom training that focuses on performing actual job tasks to build skill proficiency. OJT is done under the guidance of someone experienced and fully qualified in that job or task.

**4.3 Personnel qualifications:** Training or competencies which provide an individual the necessary skills, knowledge, or credentials to perform a specific function.

**4.4 Position description:** The document that describes the knowledge and skills needed for a specific job, as well as the duties and tasks performed.

**4.5 Certification:** The formal process of a knowledgeable third-party evaluation and approval of a person's knowledge, skills, and competence to perform a function in comparison to an established criteria.

**4.6 Career Development:** A process of personal and professional growth that helps build an employee's capabilities for future roles and tasks. (The main focus of 4.18 is training for current job tasks; however, training designed to build capabilities for the future is a valuable part of overall DFRC training and development efforts and helps create a more flexible workforce.)

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## 5 RESPONSIBILITIES

### 5.1 Human Resources

Human Resources is responsible for:

- a. Ensuring that new hires will possess the personnel qualifications such as education, experience, and professional credentials which meet the requirements specified by position descriptions, the NASA Career Opportunities in Aerospace Technology Handbook, and the Office of Personnel Management (OPM) Qualifications Standards Handbook. Ensuring that qualifications are verified based on the NASA Career Opportunities in Aerospace Technology Handbook, and OPM Qualifications Standards Handbook for promotion actions or reassignments involving a change of occupational code.
- b. Maintaining official personnel records of all DFRC employees.
- c. Maintaining and updating position descriptions for all employees in partnership with line management.
- d. Providing general and task-specific training for DFRC personnel and organizations as needed or requested, and maintaining records of their training as appropriate.
- e. Identification and use of outside vendors for training courses that meet the training needs of the Center.

Note: A Dryden Manager or the Training Officer may identify potential vendors. Many of these vendors, particularly in the technical areas, may teach a course only once. Others are used on a regular basis for a particular course or training program. Once the requirements for a new training course have been defined, it is the Training Officers responsibility to recommend a vendor/instructor that can provide a quality course. If a vendor/instructor has not worked with the Center before, there are a number of ways the Training Officer can evaluate their capabilities. These include the following: references from other clients, references from other NASA Training Offices, personal interviews, or review of course materials and course literature, input from a manager who has attended a course by the company, or hold pilot sessions. The Training Officer will choose the most appropriate evaluation method in each individual circumstance.

### 5.2 Directorate-level/Office Organizations

Directorate-level/Office organizations are responsible for ensuring that specialized training for jobs and/or tasks specific to a particular organization is provided.

Note: Most commonly, this training will be for internal personnel performing tasks specific to that organization. However, it may also be provided for external personnel when it is part of the providing organization's role at DFRC. An example of this case is

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the Airborne Science Directorate providing training for Scientific Investigators and Experimenters for specific missions.

### 5.3 Division/Branch/Office Chief

Division/Branch/Office Chiefs are responsible for:

- a. Ensuring that required training is provided.
- b. Ensuring that certifying officers for those tasks or processes requiring certification are designated.
- c. Designating where records of specialized technical training and certification (if applicable to the organization) are kept for their personnel.
- d. Ensuring that only qualified personnel perform work affecting quality.

### 5.4 Supervisor

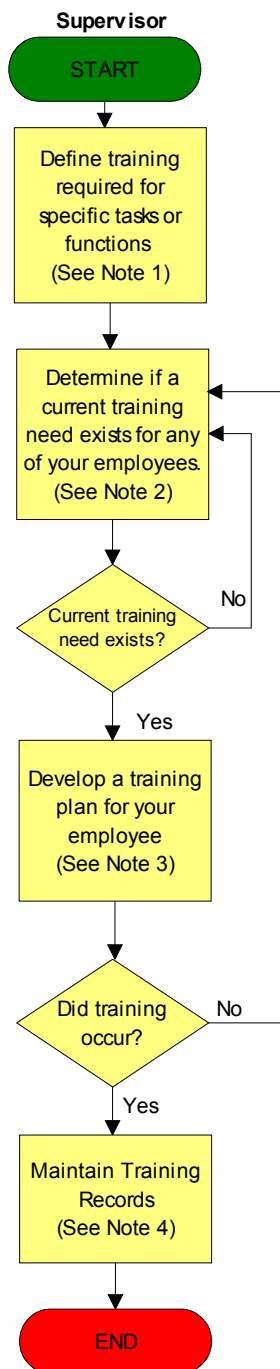
**Supervisors are responsible for defining training and/or certification requirements for those positions performing work directly affecting quality by:**

- a. Identifying skills and knowledge required to perform specific tasks in assigned positions.
- b. Identifying current skills and knowledge of each individual.
- c. Developing training plans for employees that address any gaps between current and required knowledge as well as skills and competencies needed to perform their assigned tasks. Updating the training plans at least annually. (Appendix A is the training plan template to be used to document the training plan. Attachments are permitted.)
- d. Ensuring that training is scheduled and employees receive the required training and certification in a timely manner.
- e. If the required training is on-the-job training (OJT), maintaining a record of successful OJT completion.
- f. Updating employee position descriptions as needed in partnership with the Human Resources, Management, and Development Office.
- g. Providing guidance, support, and feedback to employees in their individual career development activities.

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## 6 PROCEDURE

- |  |            |   |
|--|------------|---|
| Human Resources                            | <b>6.1</b> | Hire individuals based on qualifications such as education, experience, or professional credentials which meet the requirements specified by position descriptions, NASA guidance and the OPM Qualification Standards Handbook.   |
| Human Resources                            | <b>6.2</b> | Verify qualifications based on the NASA guidance and OPM Qualifications Standards Handbook for promotion actions or reassignments involving a change of occupational code.  |
| Supervisor                                 | <b>6.3</b> | Define the special technical training, OJT, required regulatory training, and certification training for those positions performing work directly affecting quality. These requirements consist of any training a qualified employee will need to perform specific tasks or functions in the organization. (See Flow Diagram for assistance.) |
| Supervisor                                 | <b>6.4</b> | Identify the current skills and knowledge of each employee. (See Flow Diagram for assistance.)  |
| Supervisor                                 | <b>6.5</b> | Develop a training plan for employees if a gap exists between their current knowledge, skills, and competencies and the knowledge, skills, and competencies needed to perform tasks. (See Flow Diagram for assistance.)   |
| Supervisor                                 | <b>6.6</b> | Ensure that new employees are trained or certified to perform specific job functions. Ensure that current employees are trained or certified to perform new tasks as needed. Ensure that the training is scheduled. (See Flow Diagram for assistance.)  |
| Supervisor                                 | <b>6.7</b> | Maintain a record of the successful completion of OJT if OJT is part of the training plan for an employee. (See Flow Diagram for assistance.)   |
| Division/<br>Office Chief<br>or Supervisor | <b>6.8</b> | Ensure records of OJT, special technical, required regulatory, and certification training provided to division personnel are maintained. Ensure that records of training provided as part of a corrective action are maintained.  |
| Human Resources                            | <b>6.9</b> | Maintain records of general technical, administrative, and employee development training as provided by the Human Resources, Management and Development Office.   |



## DOCUMENTING EMPLOYEE TRAINING NEEDS

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### Objectives:

- to ensure employees are adequately trained to perform work
- to ensure work is performed safely at all times
- to maintain the effectiveness of the NASA Dryden work force

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### Note 1:

There may be specific programs at Dryden, external to your organization, that will drive additional required training needs. The responsible parties for these programs will identify themselves to supervisors and are available for consultation. These parties will alert supervisors to any new training initiatives, however, supervisors still have the responsibility to identify the specific required training for their positions/employees.

### Note 2:

Supervisor is responsible for documenting all training/certification requirements.

Current training needs exists when there is a gap between knowledge and skills required and the employee's current knowledge and skills.

A training need can be triggered when:

- You have a new employee
- There is a new task to perform
- There is a new or changed process

### Note 3:

Decide what skills or knowledge will be targeted (training objective)

Decide what methods will be used (e.g. on-the-job training, classroom training, simulation, etc.)

–Review the plan with your employee.

### Note 4:

The Supervisor is responsible for documenting training: specifically OJT records if OJT is part of a training plan.

Individual Organization: Maintains records of any training that they direct, or deliver related to special technical, required, regulatory, or certification training

Human Resources office: Maintains records of general technical, administrative, and employee development training.

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